

Inner Melbourne Action Plan 'IMAP'

*Making Melbourne more liveable*



# Annual Report 2010 → 2011



CITY OF MELBOURNE



CITY OF  
STONNINGTON

Inner Melbourne Action Plan  
'Making Melbourne More Liveable'



CITY OF  
PORT PHILLIP



CITY OF  
YARRA

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# Foreword

The Inner Melbourne Action Plan (IMAP) is the successful collaboration between the cities of Melbourne, Port Phillip, Yarra and Stonnington working together on inner city regional issues. **Transport and connectedness, housing affordability, a sustainable environment and liveability** remain the key strategic directions of IMAP with partner councils committed to sharing information, undertaking joint advocacy, and implementing regional projects to progress these priorities.

The Inner Melbourne Action Plan contains 11 regional strategies and identifies 57 actions for implementation across the inner Melbourne region. Having now completed its fifth year, many of these projects are well underway.

During the past year the IMAP Implementation Committee completed its Plan Review and updated priorities, budgets and lead councils. In addition, the Committee extended its associate membership to include representatives from VicRoads, Department of Sustainability and Environment and the City of Maribyrnong to encourage a wider view in our conversations on inner Melbourne growth issues and projects.

Following the state election the basis for IMAP, the Melbourne 2030 Plan, has come under review by the State Government during 2011. **A new outcomes-based metropolitan planning strategy** for Melbourne will be developed taking into account issues such as population growth and housing capacity. IMAP will continue with its current strategies and will participate fully in the government's stakeholder consultation. It is expected

that the Inner Melbourne Action Plan will come under further review once the state government's strategy is known.

In 2010-11 significant work has been done in the areas of **sustainable transport** with the advancement of car share schemes, extension of the cycle path network and completion of the pilot project on greenlight signals which aims to enhance the safety of pedestrians at key intersections. The Draft Melbourne Transport Strategy Update prepared by the City of Melbourne proposes further strategies to enhance sustainable transport. In addition, work continues on **affordable housing** initiatives with engagement of developers and investment in Community Land Trust research. **Closer working relationships** with the tertiary education sector, and a plan amendment proposed by the City of Stonnington to **manage cumulative impacts** from licensing venues have been advanced. New pilot **sustainable environment projects** are also being initiated. More than 50 council officers and representatives from partnering organizations work collaboratively to deliver these outcomes.

Melbourne continues to be recognised as one of the world's most liveable cities. The Inner Melbourne Action Plan seeks to build on Melbourne's assets to help **foster creativity, liveability, prosperity and sustainability across a range of diverse neighbourhoods** in the inner Melbourne region. IMAP will continue to collaborate with our partners, prioritize actions relating to critical issues, and influence State policy through our knowledge, expertise and advocacy.



**Cr Alison Clarke**  
Mayor  
City of Yarra



**Cr Melina Sehr**  
Mayor  
City of Stonnington



**Cr Rachel Powning**  
Mayor  
City of Port Phillip



**Cr Ken Ong**  
Chair  
Future Melbourne  
(Planning) Committee  
City of Melbourne



# Introduction

## The Inner Melbourne Action Plan

Making the Inner Melbourne Region more liveable is the simple objective of IMAP, the Inner Melbourne Action Plan.

In response to the Victorian Government's *Melbourne 2030* strategy for managing sustainable growth and change, IMAP works collaboratively to strengthen the liveability, attractiveness and prosperity of the region.

IMAP fosters growth, leverages existing strengths and competitive advantages, and encourages collaboration across the region to plan and implement, influence and drive, promote and position the inner Melbourne region.

Melbourne's inner metropolitan Councils, the Cities of Melbourne, Yarra, Stonnington and Port Phillip have worked together for five years to develop and implement the IMAP, concentrating on actions that can be completed within a 10 year timeframe.

A key commitment is to foster quality relationships with project partners. Many actions require the cooperation of the Victorian State Government, government agencies or private providers of public services.

Completed actions have delivered innovative solutions, recommended changes to planning schemes, and delivered strategies based on qualitative research and implementation of best practice, practical applications.

IMAP enters the sixth year of collaboration and implementation and will continue to deliver agreed regional outcomes with a focus on ensuring the continued development and liveability of the inner Melbourne region over future years.



# Membership of the IMAP Implementation Committee

The Cities of Melbourne, Yarra, Stonnington and Port Phillip have each established identically constituted section 86 Special Committees, in accordance with the Local Government Act 1989. These Committees provide a coordinated decision-making process to facilitate the implementation of the Inner Melbourne Action Plan (IMAP) dated January 2006, as adopted by member Councils in December 2005.

The Committee consists of members, being one councillor and the Chief Executive Officer (or specified Executive Director) from each of the following municipalities:

- City of Melbourne
- City of Yarra
- City of Stonnington
- City of Port Phillip

## Committee Members: 1 July 2010 – 30 June 2011

### **Cr Peter Clarke\***

Chair Future Melbourne (Planning) Committee  
City of Melbourne  
(1 July 2010 – 30 June 2011)

### **Cr Jane Garrett**

Mayor City of Yarra  
(1 July 2010 – November 2010)

### **Cr Alison Clarke**

Mayor City of Yarra  
(December 2010 – 30 June 2011)

### **Cr Tim Smith**

Mayor City of Stonnington  
(1 July 2010 – December 2010)

### **Cr Melina Sehr**

Mayor City of Stonnington  
(December 2010 – 30 June 2011)

### **Cr Frank O'Connor**

Mayor City of Port Phillip  
(1 July 2010 – December 2010)

### **Cr Rachel Powning**

Mayor City of Port Phillip  
(December 2010 – 30 June 2011)

### **Mr Geoff Lawler**

Director City Planning & Infrastructure, City of Melbourne  
(1 July 2010 – 30 June 2011)

### **Dr Andi Diamond**

CEO City of Yarra  
(1 July 2010 – 30 June 2011)

### **Mr Warren Roberts**

CEO City of Stonnington  
(1 July 2010 – 30 June 2011)

### **Ms Kay Rundle**

CEO City of Port Phillip  
(1 July 2010 – 30 June 2011)

*\*Cr Ken Ong was appointed to the position of Chair Future Melbourne (Planning) Committee and member of the IMAP Implementation Committee in 2011 following Cr Clarke's resignation from the City of Melbourne Council.*

## Associate Committee Members

Terms of Reference provides that representatives from the following associate partner organisations are invited to attend the meetings of the IMAP Implementation Committee.

- › Department of Planning and Community Development
- › Department of Transport
- › Department of Business and Innovation
- › VicRoads
- › Department of Sustainability and Environment
- › City of Maribyrnong [confirmed July 2011]

# Governance

## IMAP Reporting

### Executive's Forum

The Executive's Forum is a leadership meeting of IMAP's senior executives, aimed at determining and driving regional priorities and programs, identifying synergies and opportunities and providing support to the IMAP Executive Officer. Forums are held as the need arises. Outcomes of the IMAP Executive's Forums are reported back to the IMAP Implementation Committee in formal minutes as an agenda item for discussion and ratification.

### 20 July 2010 Meeting

Key items on the agenda were:

- › IMAP Plan Review – Results of the Staff Forums [Transport, Environment, Community Planning]
- › IMAP Financial Review

*Minutes were tabled and ratified at the 27 August 2010 IMAP Implementation Committee meeting.*

### 1 October 2010 Meeting

Key items on the agenda were:

- › IMAP Plan Review – Distribution of projects to lead Councils; Actions closed
- › Annual Reporting
- › IMAP Inner Melbourne Map licensing

*Minutes were tabled and ratified at the 11 March 2011 IMAP Implementation Committee meeting.*

### 3 December 2010 Meeting

Key items on the agenda were:

- › IMAP Draft Annual Report 2009-2010
- › IMAP Project Budgets - 3 year Implementation Plan
- › Presentation on CLUE [Census of Landuse and Employment]

*Minutes were tabled and ratified at the 11 March 2011 IMAP Implementation Committee meeting.*

### 7 March 2011 Meeting

Key items on the agenda were:

- › IMAP Inner Melbourne Map License Agreement

*Minutes were tabled and ratified at the 27 May 2011 IMAP Implementation Committee meeting.*

### IMAP Implementation Committee Meetings

### 27 August 2010 Meeting (Host: City of Melbourne)

Key items on the agenda were:

- › IMAP Finance Report and outcomes of the Financial Review
- › Affordable Housing – Establishment of a Developers Forum
- › Regional Wayfinding Signage – Final Report
- › Regional Parking Management – Research on Car Sharing initiatives
- › IMAP Review – Approval of the 3 Year Implementation Plan and New Project Briefs
- › Universities and Regional Development – Work Integrated Learning Manager's Guide and promotion

*Minutes were tabled and ratified at the 11 March 2011 IMAP Implementation Committee meeting.*

### 3 December 2010 Meeting (Host: City of Stonnington)

This meeting was cancelled.

### 11 March 2011 Meeting (Host: City of Port Phillip)

Key items on the agenda were:

- › Annual Report 2010-11 adopted
- › Budget items referred from the Executive Forum for approval
- › Universities and Regional Development – IMAP Student Placement officer appointment
- › Governance: Associate members – City of Maribyrnong to attend IMAP; Delegation Renewals and Return of Interest Resolutions
- › Environmental Sustainable Design – Factsheets
- › Affordable Housing – Report on Housing Development Models [City of Port Phillip report]
- › Green Demonstration Projects – Funding applications
- › State Government meetings

*Minutes were tabled and ratified at the 27 May 2011 IMAP Implementation Committee meeting.*



## 27 May 2011 Meeting (Host: City of Yarra)

Key items on the agenda were:

- › Community Land Trusts – financial support
- › Governance – Operational Protocol
- › Regional Transport – Presentation from Yarra Trams
- › Boulevards and Major Roads – Presentation on VicRoad's Hoddle Street Study
- › Greenlight Project – Department of Transport's Final Report
- › Improvements to Public Transport Services – Presentation on the Draft Melbourne Transport Strategy Update
- › Priority for Freight Movement

*Minutes to be tabled and ratified at the 26 August 2011  
IMAP Implementation Committee meeting.*

## IMAP Review

A comprehensive review of the Inner Melbourne Action Plan commenced in November 2009. Following adoption of the key priority areas by the IMAP Implementation Committee in February 2010, senior staff forums were engaged to review the IMAP Actions in the key areas of Transport, Community Planning and Environmental Sustainability. The staff forums prioritized the work program, scoped the initial briefs for many of the projects and identified those projects which are now redundant, having been overtaken by events or the responsibility taken up by others.

The IMAP Implementation Committee adopted the new 3-year Implementation Plan and appointed Lead Councils to new projects in August 2010. Indicative project budgets were determined and signed off in December for inclusion in the 2011-12 budget rounds of the partner Councils. The 3-year Implementation Plan and Financial Review undertaken during 2010-11 clarified the need to increase Council contributions to IMAP in forthcoming years to complete an expanded planned program of work.

All expected outcomes of the IMAP Review were achieved in the planned timeframe.

## Membership

In 2011 the IMAP partner Councils renewed their Section 86 delegations to the four IMAP Special Committees established under the Local Government Act for a further 5 years. In addition, each Council resolved to exempt non-host Council members of each IMAP partners' Special Committee from lodging Member Interest Returns to ensure compliance under the Local Government Act.

Associate membership of the IMAP Implementation Committee was extended to include representatives from VicRoads and the Department of Sustainability and Environment, with a number of new projects benefitting from this input. An invitation was also extended to the City of Maribyrnong to become an Associate member of IMAP, with confirmation received from that Council in July 2011.



# Highlights of the year

## Action 2.4 Walking Links and Pedestrian Priority Areas (Regional Greenlight Project)

Completion of Action 2.4 occurred with the final report and presentation to the Committee in May 2011. Undertaken in partnership with the State Government and supported through a Department of Transport Local Area Access Programme [LAAP] Funding Grant, this pilot project was established in 2006 to demonstrate how traffic signal re-design could deliver safer, more comfortable journeys for pedestrians at key crossing points.

Walking, as a transport mode, is increasingly recognised as requiring consideration as part of the road network operation. Infrastructure that supports this mode generally lags behind provision for motor vehicles. It was recognised that often these walking journeys were blocked by unsafe and uncomfortable signals. This project provided the chance to re-configure and re-design infrastructure at intersections to provide fluid movement. The pilot project raises the question: *"What if signals could be set up with walking in mind instead of constraining pedestrians to allow for traffic movement?"*

The IMAP Greenlight Project provides a researched and tested model of signal design to provide for priority pedestrian movement at periods of high demand. This work will support a key element of the SmartRoads approach which is the better use of signals to provide for efficient movement of people and goods throughout an increasingly complex and dense transport system. IMAP has supported the recommendation for VicRoads to adopt the signal treatments piloted in this project into their procedures as a useful tool for improving pedestrian safety.

A number of ongoing projects continued to make progress throughout the year achieving highlights as follows:

## Action 3.3 Regional Approach to Parking Management

Exciting new developments to establish car sharing across the IMAP council regions has occurred and marks a step forward in implementing sustainable transport initiatives and realistic alternatives to car ownership in the inner city.

## Action 4.7 Improvements to Public Transport Services

In May 2011 the City of Melbourne released its Melbourne Transport Strategy Update for public consultation. This significant policy document draws on a vast accumulation of research data, trend analysis and evaluation of possible options to propose 5 key directions for transport solutions in the inner Melbourne region and a new generation of sustainable transport solutions for consideration.

## Action 6.3 Managing conflicts in Activity Centres

In an effort to address the adverse effects arising from significant numbers of licensed premises in close proximity, City of Stonnington has advanced the cumulative impact assessment work undertaken by the project team and, following the development of a Research Paper, has proposed a planning scheme amendment. During the exhibition phase, the plan change received significant support. After minor amendment, the documents will soon be lodged with the Minister for Planning for approval.

## Action 7.7 Universities and Regional Development

Closer working relationships between local tertiary education providers and the IMAP Councils took a leap forward with the employment of a facilitator to develop the necessary networks and progress the Work Integrated Learning initiatives proposed by the project team to bring more students into Councils.

## Strategy 11 Regional Tourism Program

Responding to the increasing demand for IMAP's very popular Regional Tourism map, the project team developed a Licensing Agreement to enable the map to be distributed more widely by approved tourism operators.



# → Progress 2010-11

## **Strategy 1: Celebrate the unique and concentrated 19th century heritage of the Inner Melbourne Region**

### **Action 1.4** **Boulevards and major roads**

Hoddle Street is one of the major roads in the IMAP region identified under this Action. VicRoads has engaged consultants in a planning study to investigate ways to improve the efficiency and reliability of all modes of transport along and across Hoddle Street. Two of the IMAP

councils with boundaries to Hoddle Street are participants in VicRoads Stakeholder Advisory Group consultation. The challenge is to find ways to reduce congestion and improve transport flow whilst considering the needs and safety of pedestrians, cyclists and public transport users.

The IMAP Implementation Committee invited VicRoads to present its findings to the Committee in May 2011 and maintains an ongoing interest in the study proposals for Hoddle Street, on how proposals will impact on the immediate area and the wider transport network. Still in its initial stages, this Action awaits the outcome of VicRoad's Hoddle Street Study.





# → Progress 2010-11

## Strategy 2: Effectively link transport routes so that the Inner Melbourne Region is accessible throughout by walking, cycling and public transport

### Action 2.4 Walking Links and Pedestrian Priority Areas (Regional Greenlight Project) – Completed

In response to the Regional Greenlight Project initiative, VicRoads completed the implementation of a range of traffic signal changes at 20 sites across the Inner Melbourne Region, designed to improve the safety and comfort of pedestrians at these crossings. This work was the result of careful planning to identify key heavy traffic and rushed pedestrian sites, establish control sites and establish baseline data for comparisons over time. Changes to the traffic signalling included increased pedestrian clearance times, implementation of puffin operations (sensors) to improve response times, and adjustments for times of day to assist in before and after school crossing times - depending on location.

While some results have been inconclusive, the final report on this project presented in May 2011 identified:

- › Greater pedestrian compliance in the intersections during the 'red man' phase,
- › More comfortable crossing speeds, and
- › Feelings of increased pedestrian safety as a result of the signal changes.

IMAP supported the Department of Transport's recommendation that VicRoads consider adopting these

signal treatments into their policies and procedures as a useful tool for improving pedestrian safety.

*This project was part funded by a Department of Transport's Local Area Access Programme (LAAP) funding grant. The Pedestrian Access Strategy 2010 notes the following under Strategic Direction 3's Future Directions: 'Implement a state-wide extension of the Greenlight program - where signal lights are synchronised to favour pedestrian movements' [Page 35].*

### Action 2.5 Bicycle Network

The project team has continued to make some progress across the bicycle network with capital work improvements completed in a number of key areas that include Royal Parade & Canning Street (Carlton) and Chapel St (South Yarra). Nevertheless, some projects have not progressed sufficiently causing some frustration.

On a positive note, the bicycle lane improvements implemented by VicRoads on Royal Parade and St Kilda Rd have included green pavement treatment and profiled edgeline lane line treatment as used by a number of Council's on the Local Road network. This sets a solid precedent for adoption of consistent treatment options to enhance bicycle lanes in the IMAP area.

The project team continues to utilise a gap analysis approach to monitoring progress on completion of linkages across the bike network and look at options for future funding to complete the major priority works in a timely manner.

The 2011 Super Tuesday bicycle survey counts provided mixed results, most likely due to poor weather across the metropolitan area. Nevertheless, cycling numbers continue to be represented at significant levels across all IMAP Council's.



## Strategy 3: Minimise the growing impact of traffic congestion

### Action 3.3 Regional approach to parking management

IMAP seeks a regional approach to parking management and aims to deliver a common and consistent approach across the inner Melbourne Region. The project team has looked at parking measures to mitigate car travel, the provision of parking in new developments and management of existing parking supply.

IMAP Councils investigated Car Sharing programs during the year bringing forward a comprehensive report for consideration by IMAP in August 2010. The car share initiatives being undertaken by the IMAP councils are as follows:

- › The City of Port Phillip is now home to ten car share vehicles and provides nine conveniently located on-street parking bays in St Kilda, East St Kilda and South Melbourne dedicated for their use. The council's Sustainable Transport Unit is helping to promote car sharing as an alternative transport choice for locals.
- › The City of Melbourne works with car share operators to deliver services in all of Council's suburbs and provides support for carshare operators through the Small Business Development Program as well as providing on-street car spaces across the municipality.
- › The City of Yarra also makes permanent, on-street car parking spaces available to car sharing organisations and promotes car sharing by assisting its own officers to use car sharing cars for work travel. The Council is working with three car sharing organisations to offer an alternative to private car ownership.
- › The City of Stonnington established a car share trial for a period of 12 months commencing in March 2011 to allow Council to evaluate the benefits of the service to residents, business and the broader Stonnington community. Car share vehicles are located in four dedicated parking bays in council off street carparks in South Yarra, Prahran and Windsor.

Councils have also approved private provision of car sharing spaces as part of the parking allocation for planning approvals of multi-unit developments.

## Strategy 4: Increase public transport use

### Action 4.7 Improvements to public transport services

The City of Melbourne is currently addressing this issue through the Draft Melbourne Transport Strategy Update. Advertised for public consultation in May 2011, the Transport Strategy Update proposes 5 key directions:

- › Improve inner Melbourne's public transport to allow us to conveniently go anywhere anytime;
- › Manage inner Melbourne's roads to produce the best transport result;
- › Create pedestrian friendly high-mobility public transport streets for inner Melbourne;
- › Make Melbourne a cycling city;
- › Foster innovative, low-impact freight and delivery in central Melbourne.

Proposed policy targets take into account significant changes in transport policy and strong growth in public transport use, cycling and walking since 2006.





# → Progress 2010-11

## Strategy 5: Plan to accommodate 90,000 more dwellings by 2030

### Action 5.2 Affordable Housing

The development of a model Affordable Housing Overlay for application through the Victorian planning system is a key IMAP initiative. IMAP seeks to identify new funding sources and build the capacity of housing associations to increase the supply of affordable housing across the region.

To date the project team has developed the model planning overlay for affordable housing, investigated its economic impact on development activity and established the Inner Melbourne Affordable Housing Needs Website - an interactive database to provide data to inform the identification of housing needs and housing targets under the Overlay process. Advocacy for the proposed overlay has extended to engaging with representatives of both the state and commonwealth governments.

IMAP is now looking to major developer groups for feedback on the provision of affordable housing through its Planning Overlay concept. To advance this, a developer forum was convened in April 2011 to consider incentives and determine what it would take to get support for the concept. The findings of the forum were documented by SGS Economics and Planning for consideration by the IMAP officer working group.

A study commissioned by the City of Port Phillip on Affordable Housing Development Models was reported to IMAP in March 2011. While not a formal IMAP initiative, this report was requested by the IMAP Committee. The report has led to IMAP making a \$10,000 contribution to the preparation of a Community Land Trust Manual by the University of Western Sydney, that will provide guidance on how to establish Community Land Trusts in Australia. This has also attracted funding support from a range of interested organisations and groups in addition to IMAP.

## Strategy 6: Support the distinct and diverse character of Activity Centres

### Action 6.3 Managing conflicts in Activity Centres

IMAP has looked to develop a consistent approach to the consideration of cumulative impact in planning applications for licensed premises and also to articulate the issues regarding licensing definitions and some possible solutions. The project team established a three part approach to cumulative impact assessment in 2009 and passed this onto the partner Councils to test and review the tools.

To further advance this approach, in May 2011, City of Stonnington adopted as policy the key findings of its research paper entitled: *'Late night liquor licence trading in the Chapel Street Precinct: Measuring the saturation levels'*. The Research Paper defines licensed premises that are most likely to be associated with 'alcohol related harms' as Source of Potential Harm Venues (SPH). SPHs are licensed hotels, taverns and nightclubs operating after 12.00am. The Research Paper identifies the Chapel Street Precinct as at saturation point in terms of SPH venues.

The Paper noted a range of factors, both internal and external to licensed premises, that influence the nature and extent of alcohol-related harms, and recommends that no more planning permits be issued for premises operating after 1.00am nor for new premises and existing premises proposing more than 200 patrons. The Council has now proceeded to embody some of these findings into a planning scheme amendment proposal.

Amendment C129 makes changes to existing Clause 22.10 Licensed Premises Policy. The amendment proposes to introduce policy and requirements relating to licensed hours of operation and patron capacity for Source of Potential Harm Venues in the Chapel Street Precinct Study Area. It is considered that the revised policy will assist in addressing the negative social impacts of these uses on the community, and will help manage alcohol related harm associated with particular types of licensed premises. In July 2011 the City of Stonnington resolved to adopt Amendment C129 with changes following its exhibition, and will shortly lodge the adopted documents with the Minister for Planning for approval. Other councils are undertaking similar research and are monitoring the success of this amendment.

## **Strategy 7: Promote the Inner Melbourne Region as an investment location for knowledge rich business sectors.**

### **Action 7.7 Universities and regional development**

Through this project IMAP has worked collaboratively with inner Melbourne universities and TAFEs to define and develop a stronger role in regional development. The current focus is on the development of a Workplace Integrated Learning (WIL) programme that would promote tertiary student placements within the IMAP councils.

Initial research identified barriers to students becoming more involved in Councils. A set of guidelines was developed to assist managers and tertiary institutions in this process.

The objectives of the project will be organised in three program areas which are to facilitate, promote, and improve/strengthen work integrated learning in the four IMAP councils. This has been further advanced in 2011 through the appointment of a facilitator – Alexandra Moloney\* – to assist Council managers and tertiary institutions develop the networks required to enable greater access for students. Councils are also being encouraged to consider their future workforce strategies and forward planning for recruitment shortages through the involvement of tertiary students in project work.

Stronger networks between the Councils and tertiary sector will be encouraged through this programme including the Councils' use of the tertiary sector's new national WIL website. In May 2011 the National WIL Portal was launched by the Australian Collaborative Education Network (ACEN) at Victoria University's City Flinders campus in Melbourne. The web portal is a communication channel into tertiary institutions all around Australia providing streamlined access to suitable students for employers across Australia.

*\*Refer Contact Information*

## **Strategy 8: Facilitate the growing importance of the Inner Melbourne Region as south-east Australia's freight hub.**

### **Action 8.1 Priority for freight movement**

The brief for the first stage of this new project was considered by IMAP in May 2011. The project aims to develop a greater understanding of freight issues and options and develop expertise within IMAP Councils to enable a position on freight to be adopted. Information to be gathered on commercial and freight traffic movements will assist in the understanding of road traffic issues relevant to the Inner Melbourne Region and identify the need for follow up research, surveys and analysis to provide a comprehensive understanding of future trends.



# → Progress 2010-11

## Strategy 9: Substantially improve the environmental performance of the Inner Melbourne Region

### Action 9.2 Environmentally sustainable design – commercial buildings

IMAP Councils involved in promoting the Sustainable Design Assessment in the Planning Process (SDAPP) Programme identified the need for a sound communications strategy to advise building applicants of opportunities to include sustainable design features into their building projects.

This project involves developing Factsheets on different environmentally sustainable design aspects for both commercial and residential buildings which can be utilised by all the IMAP councils, providing for the distribution of consistent information across the inner Melbourne councils. The project brings together expertise from across the Councils and is an efficient approach to a common issue. The project highlights the benefits of working together and sharing resources.

### Action 9.4

#### Green demonstration projects

Three separate projects have been initiated under this action.

**Water Sensitive Cities:** a short research project is underway to present a number of case studies on different approaches and projects using the Water Sensitive Cities approach. The report in preparation is to assist the IMAP Councils in their level of knowledge and understanding of this concept and its applicability to large development sites and precincts.

**Green Roof Initiatives:** The IMAP councils, in collaboration with the University of Melbourne, have sought government funding to improve knowledge on green roofs, walls and facades and create solutions for the current barriers to implementation. The project aims to deliver Victorian guidelines on green roofs, walls and facades including a how-to guide and recommendations for options to integrate rooftop and vertical greening into regulatory schemes. Feasibility studies to identify site specific solutions for priority sites across the IMAP region are also proposed. If successful, the project will contribute to reducing heat retention in urban areas as well as reducing energy consumption within buildings, increasing biodiversity and increasing visual amenity.

**Distributed Energy:** An energy demand mapping and opportunities study is proposed to be undertaken across the IMAP region. The study will identify the best opportunities for district energy systems; opportunities for distributed, renewable and low carbon energy generation; and district approaches to energy efficiency projects. The extent of the study undertaken is subject to the outcomes of a government funding application.





## Strategy 10: Complete the regional open space network

### Action 10.1 Regional open space and trail network

Work continues to combine the underlying mapping and information databases on open space available across the 4 IMAP councils. Mapping this information into one format and overlaying it with the Public Realm policy development work undertaken by some of the Councils is expected to help advance this project in 2011.

## Strategy 11: Promote the Inner Melbourne Region as a tourism destination

### Actions 11.1 and 11.2 Regional tourism program

Having largely completed its actions under Strategy 11, the IMAP tourism group undertook a strategic planning exercise in 2010 to look at how best IMAP could work with the tourism industry. A redeveloped vision, in the form of a new three year Strategic Plan, was developed with an emphasis on working collaboratively to strategically develop inner Melbourne as a vibrant and welcoming destination.

During 2010-11 strong demand for IMAP's regional tourism map led to the development of a formal licensing agreement which protects the integrity of the map and allows the map to be used within the tourism, transport and hospitality sectors to further encourage visitation within inner Melbourne.





# Focus 2011-12



## IMAP Governance

IMAP will work to implement the projects and actions determined by the *IMAP Review* and ensure systems are in place to engage staff, and meet budgets and timeframes to complete projects on time. IMAP will continue to build on the recommendations from the *Review of IMAP Governance and Relationships* report to increase the effectiveness, improve governance and nurture the relationships that underpin IMAP.

## IMAP Communications & Advocacy

- › IMAP will continue to partner with key stakeholders to deliver on key issues affecting the liveability of the inner Melbourne region.
- › IMAP will continue to build on the IMAP website and Wiki as a communication tool and document repository.
- › IMAP will communicate the status of current Actions, partnerships and successes widely to promote the benefits of regional collaboration across the Inner Melbourne Region.



During 2010-11 the IMAP Implementation Committee finalised the recommendations from the 2009-10 IMAP Plan Review by confirming the projects and Briefs to be undertaken in the following three years, appointing lead councils to oversee the work and setting in place detailed budgets for 2011/12 and indicative budgets for the following two years.

## IMAP Implementation

### IMAP will complete

- › **Action 6.3** Managing Conflict in Activity Centres with a final report on the testing of cumulative impact 'tools' for minimising conflicts between entertainment, commercial and residential uses.
- › **Action 3.3** Regional Parking Management by looking at options for car sharing and the economic value of car parking compared with other forms of transport
- › the initiative under **Action 7.7** Universities and Regional Development to increase awareness and information sharing across Melbourne's universities and councils through its work integrated learning project.

### IMAP will continue

- › to monitor VicRoads' work on the Hoddle Street Study as part of **Action 1.4** Boulevards and major Roads
- › its programme of capital works to construct bicycle laneways linking the priority routes of the cycling network across the inner Melbourne region as part of **Action 2.5** Bicycle Network
- › to participate in the development of the Melbourne Transport Strategy Review to implement **Action 4.7** Improvements to Public Transport services
- › its advocacy role in relation to **Action 5.2** Affordable Housing by continuing to seek support for the principles underpinning the Affordable Housing Overlay, continuing dialogue with developers, and participating in the development of a Community Land Trust Manual.

- › the first stage of **Action 8.1** Priority for Freight Movement through the commissioning of research on current freight routes and priorities.
- › **Action 9.2** to communicate Environmentally Sustainable Design ideas and concepts to developers and review ESD policies.
- › **Action 9.4** Green Demonstration Projects by advancing work in the three project areas of Water Sensitive Cities, Green Roofs and Distributed Energy.
- › **Action 10.1** Regional Open Space and Trail Network to identify gaps in the network and to address these gaps from a regional perspective to ensure open space is preserved.
- › to leverage from work completed for **Action 11.1** Regional Visitor Map and **Action 11.2** Regional Tourism Program to develop new initiatives to increase exposure and visitation of the inner Melbourne region.

### IMAP will commence

- › research into options for the use of space on and around roads through the public realm in Activity Centres as part of **Action 3.2** Roads as Places
- › development of best case scenarios as part of **Action 3.5** Reduced Through Traffic to determine improvements to current designs
- › a combination of research, advocacy and communication strategies to further advance our approach to **Action 5.3** Integrating public housing estates, **Action 5.4** Social infrastructure and services, and **Action 5.5** Infrastructure developments





# Financial statement

Total income for the 2010/11 financial year to the Inner Melbourne Action Plan [IMAP], derived from IMAP partner Councils and IMAP map licensees was \$173,886. This includes the IMAP partner Council's agreed annual contribution of \$80,000 plus a further \$80,000 paid towards regional tourism projects undertaken by IMAP.

No Victorian government grants were received. However an internal adjustment of \$8,518 was required for the Local Area Access Programme [LAAP] funding on the Regional Greenlight Project due to a change in expected revenue.

The total expenditure for the 2010-11 financial year for professional services, website administration and sundry items relating to IMAP Actions was \$160,832.

This results in a positive balance to the IMAP account in the financial year of \$4,536.

Retained Earnings carried forward from the previous financial year as at 1 July 2010 was \$297,888. Therefore the Accumulated Surplus for the year ending 30 June 2011 was \$302,424. Most of this amount has been allocated to current and new projects approved in the 3 Year Implementation Plan in December 2010. The balance in the account is due to the timing in implementing these projects.

## IMAP Financial Statement as at 30 June 2011

Actuals to 30 June 2011

Income			\$
Annual IMAP Council Partner contributions			80,000
Other contributions			
‣ Strategy 11 - IMAP Councils Tourism Contribution	80,000		
‣ Strategy 11 - IMAP Map Annual License fee	386		
‣ Action 9.4 - IMAP Councils Distributed Energy Contribution (Stonnington)	13,500		93,886
Victorian Government Grants			
‣ Action 2.4 Regional Greenlight Project (LAAP Grant) - adjustment	(8,518)		(8,518)
Total Income			165,368
Expenditure			
Professional Services			
‣ Action 2.4 Regional Greenlight Project - LAAP Grant repayment	32,454		
‣ Action 5.2 Affordable Housing	5,177		
‣ Action 7.7 University & Regional Development	2,400		
‣ Strategy 11 Regional Tourism	104,228		144,259
IMAP Annual Report 2009-10			5,280
IMAP Website Administration			4,440
Training & Conferences			5,900
Sundry Expenditure			953
Total Expenditure			160,832
Net Surplus for Year Ending 30 June 2011			4,536
Retained Earnings Carried Forward (2009-10)			297,888
Accumulated Surplus for Year Ending 30 June 2011			302,424

**Notes: 1. The IMAP Executive Officer position was initially rotated annually with each host council paying all costs. However from 2009/10 it was agreed the position would be hosted by the City of Stonnington for a period of 3 years with all the IMAP councils contributing a quarter of the operational costs annually from 2010/11. This contribution is not indicated above.**

# Appendix

## Statement of attendance

**From 1 July 2010 to 30 June 2011**

Committee member	Position	IMAP Implementation Committee Membership dates to 30 June 2011	Attendance	
			Meetings Attended	Apologies
Cr Jane Garrett	Mayor, City of Yarra	Jul 2010 - Nov 2010	Nil (0)	One (1)
Cr Alison Clarke	Mayor, City of Yarra	Dec 2010 - Jun 2011	Two (2)	Nil (0)
Cr Frank O'Connor	Mayor, City of Port Phillip	Jul 2010 - Dec 2010	One (1)	Nil (0)
Cr Rachel Powning	Mayor, City of Port Phillip	Dec 2010 - Jun 2011	Two (2)	Nil (0)
Cr Tim Smith	Mayor, City of Stonnington	Jul 2010 - Dec 2010	One (1)	Nil (0)
Cr Melina Sehr	Mayor, City of Stonnington	Dec 2010 - Jun 2011	One (1)	One (1)
Cr Peter Clarke	Chair, Future Melbourne (Planning) Committee, City of Melbourne	Jul 2010 - Jun 2011	Three (3)	Nil (0)
Ms Andi Diamond	Chief Executive Officer, City of Yarra	Jul 2010 - Jun 2011	Three (3)	Nil (0)
Ms Kay Rundle	Chief Executive Officer, City of Port Phillip	Jul 2010 - Jun 2011	Three (3)	Nil (0)
Mr Warren Roberts	Chief Executive Officer, City of Stonnington	Jul 2010 - Jun 2011	One (1)	One (1)
Ms Connie Gibbons	Acting Chief Executive Officer, City of Stonnington		One (1)	Nil (0)
Mr Geoff Lawler	Director, City Planning & Infrastructure, City of Melbourne	Jul 2010 - Jun 2011	Two (2)	Nil (0)
Mr Geoff Robinson	Acting Director, City Planning & Infrastructure, City of Melbourne		One (1)	Nil (0)

## Associate Partner Representatives

Member	Department	Attendance	
		Meetings attended	Apologies
Ms Clare McArdle	Department of Planning and Community Development	Two (2)	Nil (0)
Mr Adrian Salmon	Department of Planning and Community Development	One (1)	Nil (0)
Ms Sally Semmens	Department of Transport	Nil (0)	One (1)
Mr Dean Purkis	Department of Transport	Two (2)	Nil (0)
Mr Rod Anderson	Department of Sustainability and Environment	Three (3)	Nil (0)
Mr Tony Pensabene	Department of Business and Innovation	One (1)	Two (2)
Mr Nial Finegan	VicRoads	One (1)	Nil (0)
Mr Nicholas Fisher	VicRoads (for Nial Finegan)	One (1)	Nil (0)
Mr Vince Haining	City of Maribyrnong	One (1)	Nil (0)

# Progress Summary

Strategy	Action	Status
Heritage	1.1 Heritage statement of significance	Completed
	1.2 Public realm infrastructure standards	
	1.3 Built form controls	
	1.4 Boulevards & major roads	Current
	1.5 Key urban squares	
Link Transport Routes	2.1 Regional physical infrastructure	
	2.2 Wayfinding signage	Completed
	2.3 Bicycle network legibility	Completed
	2.4 Pedestrian priority areas - Greenlight project	Completed
	2.5 Bicycle network	Current
	2.6 Tram & Rail network	Ongoing advocacy
Traffic Congestion	3.1 Commuter car use	Closed
	3.2 Roads as Places	Current
	3.3 Regional parking management	Current
	3.4 40% by 2020	Closed
	3.5 Reduced through traffic	Current
Public Transport	4.1 TravelSmart	Closed
	4.2 Street design standards	
	4.3 Think Tram	Ongoing advocacy
	4.4 Enhanced bus priority	Ongoing advocacy
	4.5 Improved public transport infrastructure	Ongoing advocacy
	4.6 Public transport pricing	Closed
	4.7 Improvements to public transport services	Current
Population Increase	5.1 Regional housing statement	Ongoing advocacy
	5.2 Affordable housing	Current
	5.3 Integrating public housing	Current
	5.4 Social infrastructure & services	Current
	5.5 Infrastructure development	Current
Activity Centres	6.1 Activity centre local policy	
	6.2 Activity centre public environment	
	6.3 Managing conflicts	Current
	6.4 New cultural facilities	
	6.5 Activity centre services	
Knowledge Rich Business Sectors	7.1 Government industry links	Closed
	7.2 Support creative businesses	
	7.3 Improved information	Closed
	7.4 Regional economic development statement	Completed
	7.5 Wireless broadband	Closed
	7.6 Exporting health services	Closed
	7.7 Universities & regional development	Current
Freight	8.1 Priority for freight movement	Current
	8.2 Improved links to the port	
Environmental Sustainability	9.1 Regional sustainability targets	Completed
	9.2 Environmental sustainable design	Current
	9.3 Water sensitive urban design	Completed
	9.4 Green demonstration projects	Current
	9.5 Community capacity for sustainability	
	9.6 Recycled water for open space	Completed
Regional Open Space Network	10.1 Regional open space & trail network	Current
	10.2 Physical infrastructure needs	
	10.3 Open space links	Current
	10.4 Riparian open space project	
	10.5 Wild life links	
	10.6 Foreshore open space	
	10.7 Waterways planning & management	
Regional Tourism	11.1 Inner Melbourne map	Completed/Ongoing
	11.2 Regional tourism programme	Completed/Ongoing





## Inner Melbourne

**Scale & walktime**

0 500m 1km 1.5km 2km

0-10 minutes 10-20 minutes 20-40 minutes

**Legend**

- Precincts: Shopping, dining, entertainment area
- Place of interest: *Italic names*
- Trams: Route & Number, End of line, Terminus
- Trains: Station Name

*Not all Terminus stops shown*



# Contact information



[www.imap.vic.gov.au](http://www.imap.vic.gov.au)

For further information, please contact:

**Elissa McElroy**  
**IMAP Executive Officer**

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**Work Integrated Learning Project (Action 7.7)**

**Alexandra Moloney**  
**IMAP Student Placement Officer**

Officer Location – City of Melbourne

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*[Until May 2012]*